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Impact of Human Resource Policies and Practices on Employees' Turnover :With Special Reference to Cement Industry in Rajasthan

Introduction

To compete in the market a firm needs to keep an edge and maintain a high involvement from the human resource of the organization i,e employees working in the organization .Employee satisfaction is required for the high involvement and for high organizational commitment of the employees. Employee satisfaction can be defined as a positive feeling resulting from a person's job and job experiences.

Human resource policies and practices can be defined as the policies and practices implemented by an organization for dealing with the human resource. Human resource policies and practices include initiatives such as HR planning, job analysis, compensation ,training and development, career development labour welfare and performance appraisal, grievance handling, superior subordinate relationship, Employee safety and health needs etc.

Turnover

According to Mobley(1982) employee turnover is the termination of membership with organization by an individual. According to Price(2001) turnover is a permanent leaving of an employee from the organizations.

In human resource context turnover or staff turnover is the rate at which an employer loses the employees. High turnover is harmful to a company's productivity if skilled workers are often leaving the organization.

Factors affecting Turnover

Push Factors

Dissatisfaction with work or the organization, leads to unwanted turnover. Insufficient development opportunities, boredom , ineffective supervision ,poor levels of employee involvement and straightforward personality clashes are the most common precipitating factors.

Pull factors

Often the rival employers attract employees. Salary levels are often a factor, to improve the living standard , for better career opportunities, to work in new areas. to work with particular people employees often leave the organization.

Functional Turnover

Functional turnover includes all resignations which are welcomed by both employer and employee alike. The major examples are those which stem from an individual's poor work performance or failure to fit in comfortably with an organizational or departmental culture. The main solution to the reduction of

functional turnover lies in improving recruitment and selection procedures.

Outside factors

Outside factors relate to situations in which someone leaves reasons that are largely unrelated to their work. For example the wish to fulfill a long term ambition to travel ,family needs and illness. To an extent such turnover is unavoidable, although it is possible to reduce it somewhat through the provision of career breaks, forms of flexible working and/or childcare facilities.

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Employees'Satisfaction and Turnover

Employees' satisfaction expresses the amount of agreement between one's emerging expectations and the rewards that the job provides. It typically refers to the attitude of a single employee. It is a determinant of positive work culture. If the employees have positive attitude towards work, then they will get satisfaction out of their job. Job satisfaction and positive work culture have a direct bearing upon each other.

Employee satisfaction is an important component of organizational health. The level of employee satisfaction have some relation with various aspects of work behaviour such as accidents , absenteeism, **turnover** and productivity. Several studies have revealed varying degrees of relationship between employee satisfaction and the factors of work behaviour. Various researches on the relationship between **employee satisfaction and turnover** reveals that less satisfied employees are more likely to quit their jobs than more satisfied employees.

The various factors influencing job satisfaction may be classified into two categories

- Environmental Factors include factors that relate to the work environment such as Job content, Occupational level, Pay and promotion, work group and supervision.
- Personal factors include elements such as age, sex ,education level, marital status and experience.

Human resource policies and practices plays a significant role on **employees' satisfaction** and ***Turnover.*** A company therefore apply a number of best Human resource policies and practices in the industry to retain and satisfy its employees

Cement Industry in India

The Indian cement industry is the second largest producer of quality cement

Cement is the glue that holds the concrete together, and is therefore critical for meeting society's needs of housing and basic infrastructure such as bridges, roads, water treatment facilities, schools and hospitals. Concrete is the second1 most consumed material after water, with nearly three tonnes used annually for each person on the planet.

Being one of the basic elements for setting up strong and healthy infrastructure, Cement plays a crucial role in economic development of any country. Having more than a hundred and fifty years history, it has been used extensively in construction of anything, from a small building to a mammoth multi purpose project.

The manufacturing process of cement consists of mixing, drying and grinding of limestone, clay and silica into a composite mass. The mixture is then heated and burnt in a pre-heater and kiln to be cooled in an air-cooling system to form clinker, which is the semi-finished form. This clinker is cooled by air and subsequently ground with gypsum to form cement.

There are three types of processes to form cement - the wet, semi-dry and dry processes. In the wet/semi-dry process, raw material is produced by mixing limestone and water (called slurry) and blending it with soft clay. In the dry process technology, crushed limestone and raw materials are ground and mixed together without the addition of water..

Indian cement industry is engaged in production of several varieties of cement such as Ordinary Portland Cement(OPC),Portland Pozzolana Cement (PPC),Portland Blast Furnace Slag Cement (PBFS),Oil Well Cement, Rapid Hardening Portland Cement, Sulphate Resisting Portland Cement, White Cement etc. They are produced strictly as per the bureau of Indian Standards (BIS) specifications and their quality is comparable with the best in the world.

The industry occupies an important place in the national economy because of its strong linkages to other sectors such as construction, transportation, coal and power. The cement industry is also one of the major contributors to the exchequer by way of indirect taxes.

Global Consumption

As per the ninety fifth report on performance of cement industries in India the demand for cement is a derived demand, as it depends on industrial activity, real estate, and construction activity. Since growth is taking place all over the world, in these sectors, the global consumption is also increasing. During the period from 2006 to 2008, total cement consumption grew from 2,568 million tonnes to 2,8572 million tones.

The rapid increase in global cement consumption is led by increasing demand for infrastructure in emerging economies, with Asia accounting for 66% of the global demand. China is the world’s largest consumer of cement in 2008 and

accounted for 48.73% of total cement consumption.

Global Production

As per the Ninety fifth report on performance of cement industry. Cement is produced in 156 countries across the Globe. During 2008, the global production capacity of cement stood at around 2,872 million tonnes with China accounting for approximately 1,400 million tones and India a distant second with total production of 183 million tonnes. The production of Cement is highly skewed with top ten countries together accounting for close to 70% of total cement production.

Cement Industry in Rajasthan

Rajasthan is the largest producer of cement in India.With a capacity of over 13 million tonnes per annum. Rajasthan accounts for over 15% of India's cement production.The cement industry in Rajasthan is witnessing significant growth in recent years.With the domestic demand for cement expected to grow at 8-9 percent annually. Key players in Rajasthan are ***Shree cement, Ambuja cement, Birla cement, Grasim cement, Lafarge cement, Wonder cement*** etc.

The current study will be conducted to identify and compare the best HRM practices and its impact on employee satisfaction and turnover intentions in cement industry of Rajasthan

Review of Literature

To examine the relationship between HR Policies and Practices, employees' and turnover . Various researchers have conducted studies.

Allen.G.David et.al(2003) conducted a study to study the role of perceived organizational support and HRM practices in the turnover process. The study revealed that HR practices serve as signals to employees about the extent to which the organization values and career about them as individuals(perceived organizational support) which then contributes to the withdrawal process**.**

Muhammad B. and Jantan Muhammad(2005) conducted a study to investigate the relationship between HRM practices and employee turnover in Malaysian companies. The study revealed that involuntary turnover is lower in organizations with effective HR practices such as staffing processand employee monitoring were effective in reducing voluntary turnover.

Abeyesekara Ruwan(2007)undertook the study in leasing companies of Srilanka. The study evaluated six HR practices such as Realistic job information, job analysis, worklife balance, career development, compensation and supervisor support and their likely impact on the marketing executive intention to leave. The study revealed that two out of six HR practices namely compensation and job analysis were found to be explanatory in having significant effect on marketing executive intention to leave.

SujeewaWWAN(2011) conducted a study in the garment industry of Srilanka. The study revealed that the five HRM practices such as Health and safety, Grievance handling practice, discipline management practices, career development and compensation significantly impact the intention to turnover in garment industry.

Zaitouni Michel(2011) conducted a study to investigate the impact of Human resource management practices on organizational commitment in the Banking sector in Kuwait. Through the study it was revealed that Human resource management practices such as fair reward, information sharing practices etc have a significant effect on the commitment of employees.

AtteyaMagdyNermine(2012)undertook a study in the petroleum industry of Egypt. The study revealed that HRM practices have significant impact on job performance. The more fair and objective the HRM practices more higher are the Job satisfaction, organizational commitment, and the organizational citizen behaviour , and lower the quitting intention.

BibiAneesa et.al(2012) undertook a study to build an understanding, regarding the impact of various HRM practices such as employee's compensation on the job satisfaction , job involvement, job stress and employee's organizational commitment among Pakistani university employees.It was concluded from the study that the HRM practices in Pakistan are significantly related to the employee performance and their job satisfaction.

BabalolaOginni et.al(2012) conducted a study to study the impact of HRM practices on labour turnover in the manufacturing organization in Lagos,Nigeria
The study identified the different HRM practices and its effect indifferent economics cycles.
Pooja Misra et.al (2012) conducted a research to study the effect of compensation and rewards on job satisfaction and turnover intentions in the retail store operations of Delhi and NCR. Through the study it was revealed that compensation and rewards has an impact on job satisfaction which further impacts and could be ascribed as one of the reasons for attrition.

Johari Johanim et.al (2012) conducted a study to assess the predicting role of HRM practices on employee intention to stay. The result indicated that practices such as compensation and benefits were found to have a significant association with intention to stay**.**
Maharaj Sandeep et.al(2012) investigated a study to find out the HRM practices in Pharmacy inTrinidad and compare it to the best practice model.The study revealed that the pharmacy under study employs certain best practices from the best practice model.
MajumadarHossainTofael(2012) conducted a similar study on bank employees to gain an insight into current HRM practices and its impact on employees' satisfaction on private banking sector in Bangladesh. The study revealed that most of the employees were dissatisfied with compensation package followed by reward and motivation, career growth, training and development, management style and job design and responsibilities.
BhatHussainZ.(2013) conducted a study to empirically examine the association between person organization fit and turnover intentions. The study revealed that recruitment and selection mechanism should be improved in order to make Person-Organization fit system an effective retention tool.
YadavBabita&RokadeVarsha(2013) undertook a study in the Indian life insurance. The study revealed that major causes for employee attrition were salary, lack of incentives and career growth opportunity and work pressure.

Rahman Mortafizur(2013) undertook a study in pharmaceutical companies in Bangladesh. Study in pharmaceutical companies in Bangladesh. The study revealed that employees working in the sector were not satisfied with certain Human resource practices such as compensation policy, working environment.The study found out that employees were satisfied with the recruitment and selection process and training and development of pharmaceuticals companies.
Jeet Vikram & Sayeedduzzafur(2014) conducted a study to examine and analyze the impact of Human resource management practices on Job satisfaction of private

sector banking employees. The study revealed that practices like training, performance appraisal, team work and compensation has significant impact on job satisfaction. And practices such as employee participation has no significant impact on job satisfaction of the employees of the HDFC bank.

Research work done in various industrial settings suggests that human resource management practices has a meaningful influence on employees' satisfaction and on employees' turnover intentions.
The purpose of the current study will be to understand the relationship of human resource management policies and practices and employee satisfaction on employee turnover in the cement industry of Rajasthan.

Research Gap

HRM practices plays a significant role on job satisfaction and turnover intentions.

A company apply best HRM practices to retain its employees. Thus the further study will be an attempt to identify the best HRM practices in cement industry for the job satisfaction and retention of employees. Through literature review it is found out that mostly the studies have been undertaken in banking , marketing, garment, leasing and petroleum industries. Very few studies have been undertaken in hospitality ,cement industry, export and import industry, academic institutions and other manufacturing industries. Also it is observed that most research studies undertook human resource practices such as compensation, training and development, performance appraisal, promotion ,recruitment and selection, work life balance , rewards and recognition and the impact was studied on job satisfaction and turnover intentions. Very few research studies undertook HR practices such as grievance handling, working condition, equal employment opportunities, employee health and safety, employee welfare and benefits, employee participation in decision making. Further research can be undertaken including the above practices .It is also observed that very few studies were undertaken in cement industry specially in India.

Significance of the study

In today's competitive environment organizations compete with each other to be on the edge. The Indian industry is facing the problem of high turnover. The Indian cement industry is no exception and is also witnessing high turnover.

Employee satisfaction is required for high involvement and for high organization commitment of employees. To keep on edge an organization needs to apply a number of best Human resource management practices in the industry to retain and satisfy its employees.

- The current study will help in enhancing knowledge of the researcher and will help her in understanding the relationship between Human Resource Policies and practices on employees' Turnover .
- The study will also help the cement firms in formulating strategies and policies to increase employees' satisfaction and ways to reduce turnover.

Research Methodology

Objectives of the study

1. To identify the Human Resource Policies and Practices in the cement industry of Rajasthan
2. To find out the working conditions of employees in the cement industry of Rajasthan.
3. To identify the factors influencing the employees' turnover in the cement industry.
4. To study the impact of Human resource management policies and practices on employees' turnover in the cement industry of Rajasthan.

Hypothesis of the Study

1. Ho: There is no significant relationship between Human resource policies and practices on employees' turnover.
Ha: There is a significant relationship between Human resource policies and practices on employees' turnover.

Research Design

The present study is a descriptive research seeks to examine and analyze the impact of human resource management policies and practices on employees' turnover . For the present study cement industries of Rajasthan will be undertaken.

Conceptual Model

Independent Variable **Dependent Variable**

Variables for the study

For the current study the researcher has opted the following Human resource policies and practices from the cement industry of Rajasthan such as

- Compensation,
- Performance Appraisal,
- Career development,
- Training and Development,
- Work life balance,
- Employee welfare and benefits,
- Grievance handling ,
- Superior - subordinate relationship
- and Employees' Satisfaction

These policies will be taken as Independent variables.

The impact of these Human resource policies and practices will be studied on

- Employees' Turnover
- Employees' Turnover Intentions.

Sources of Data

Primary data are those which are collected afresh and for the first and thus happen to be original in character. The primary data will be collected through

- Questionnaire
- Observation
- Interview

Secondary data on the other hand are those which have already been collected by someone else and which already been passed through the statistical process. Secondary data will be collected through

- Reports,
- Journals
- Books,
- Newspaper
- Magazines
- Others

Scope of the study

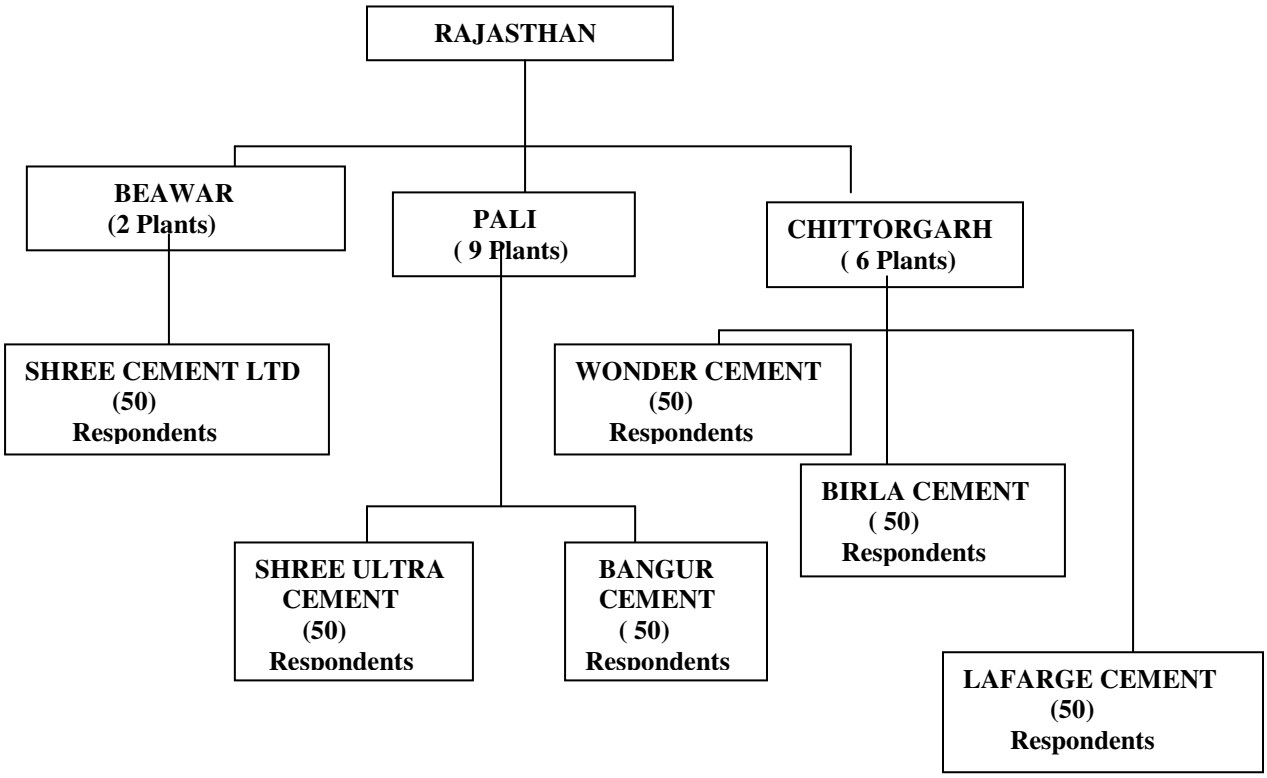
The study will focus on the impact of Human Resource Policies and Practices on Employees' Turnover in the cement industry of Rajasthan.The current research will be conducted in cement plants situated in Rajasthan namely Wonder cement, Shree cement, Lafarge cement and Birla cement which are situated mainly in Beawar, Pali, Chittorgarh and others.

Sampling Plan

Sampling plan is a definite design determined before any data are actually collected for obtaining a sample from a given population. Stratified sampling method will be used to select the questionnaire respondents in each organization. .

Sample Size

For the present study a total of 300 employees will be selected



Research Tools

- For analysis of data collected both descriptive and inferential statistics will be used .
- Tests such as Chi square test ,ANOVA, Z test, Pearson product moment cor-relation analysis ,multivariate analysis, Factor analysis and others will be used as per the requirement of the study .
- The data will be presented with the help of tables, chart and graphs.

Limitations

- The scope of the study will be restricted to Rajasthan .
- As the technique for data collection will be questionnaire. It can have certain limitations like some of the questionnaire will be half filled and some can be lost by the employees so they will have to be filled again.

Organization of the Chapters

Chapter 1 Introduction

- **Concept of Human Resource Management practices**
- **Concept of Employees' satisfaction**
- **Concept of Turnover Intentions**
- **Factors affecting Employee Turnover**
- **Job Satisfaction and Turnover**

Chapter 2 Cement Industries in Rajasthan

- **Present Scenario of Cement Industry in India**
- **Major Players in the Industry**
- **Cement Industry in Rajasthan**

Chapter 3 Research Methodology

- **Concept of Research Methodology**
- **Review of Literature**
- **Objective of the study**
- **Hypothesis of the study**
- **Justification for the Study**
- **Significance of the Study**
- **Research Design**
- **Sources of Data**
- **Scope of the study**
- **Sampling Plan**
- **Sample Size**
- **Research Tools**
- **Limitations**

Chapter 4 Data Analysis and Presentation

- **The chapter will focus on systematic representation of the collected data and will present about the overall findings and implications for further research**

Chapter 5 Findings, Conclusion and Suggestions

- **The chapter will present the overall findings and implications for further research. It will also include suggestions arising from the current study.**

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Annexure

Questionnaire

According to Zikmund (2003), questionnaires are a simple yet effective research tool. Both open ended and closed ended questions were included in the questionnaire. Multiple choice questions were framed using 5 point Likert scale ranging from 'Strongly Agree' to 'Strongly Disagree'.

Questionnaire is divided into 3 sections

PART A (Demographic Information)

It included general questions and details such as age, gender, experience and qualifications.

PART B (HR Practices)

It included questions on various HR practices prevalent in the cement industry

PART C (Employee satisfaction and Turnover Intentions)

The sections contains questions on employee's desire to remain associated with the organization.

Questionnaire

PART A

Name……..

Name of the Organization……..

Department……

Gender M ☐ **F** ☐

Designation……

AGE

Below 25 ☐
25-35 ☐
35-45 ☐
Above 45 ☐

1.What is your highest level of education?

a) High school
b) Diploma
c) Bachelor's degree
d) Master's degree

2.For how long you have been associated with the organisation?

a) Less than 1 year
b) 1-5 years
c) 6-10 years
d) 11-20 years
e)More than 20 years.

PART B

1. Do you feel that company provides comfortable working conditions(e.g space, light and ventilation etc) ?

a) Strongly Agree
b) Agree
c) Neutral
d) Disagree
e) Strongly disagree

2. Do you feel that your organization provides enough rest pauses between work?

a) Strongly Agree
b) Agree
c) Neutral
d) Disagree
e) Strongly disagree

3. Do you think that the organization conducts number of recreational activities for its employees?

a) Strongly Agree
b) Agree
c) Neutral
d) Disagree
e) Strongly disagree

4. Do you feel that benefits provided by the organization are appropriate for your needs and those of your family?

a) **Strongly Agree**
b) **Agree**
c) **Neutral**
d) **Disagree**
e) **Strongly disagree**

5. Do you think the amount of health care paid by the organizaion is sufficient?

a) **Strongly Agree**
b) **Agree**
c) **Neutral**
d) **Disagree**
e) **Strongly disagree**

6. Are you happy with the company's vacation and sick leave policy?

a) **Strongly Agree**
b) **Agree**
c) **Neutral**
d) **Disagree**
e) **Strongly disagree**

7. Does your organization provides proper housing and accommodation facilities to the employees at all level?

a) **Strongly Agree**
b) **Agree**
c) **Neutral**
d) **Disagree**
e) **Strongly disagree**

8. Do you have the flexibility to arrange your work schedule to cope up with your personal and family responsibilities?

a) **Strongly Agree**
b) **Agree**
c) **Neutral**
d) **Disagree**
e) **Strongly disagree**

9. Are you able to balance work priorities with your personal life?

a) **Strongly Agree**

b) Agree
c) Neutral
d) Disagree
e) Strongly disagree

10. Does your organization provides its employees various facilities such as crèches, holiday homes, transport etc?

a) Strongly Agree
b) Agree
c) Neutral
d) Disagree
e) Strongly disagree

11. Are the challenging jobs assigned to the employees in your organization?

a) Strongly Agree
b) Agree
c) Neutral
d) Disagree
e) Strongly disagree

12. Do you think that the organization recognizes the career and growth needs of its employees?

a) Strongly Agree
b) Agree
c) Neutral
d) Disagree
e) Strongly disagree

13. Are you encouraged to participate in various seminars and workshops etc.

a) Strongly Agree
b) Agree
c) Neutral
d) Disagree
e) Strongly disagree

14. Are the training needs of the employees in your organization is assessed on the basis of their performance appraisal.?

a) Strongly Agree
b) Agree
c) Neutral
d) Disagree
e) Strongly disagree

15. Are the ways to improve your performance are suggested to you by your

supervisor ?

a) **Strongly Agree**
b) **Agree**
c) **Neutral**
d) **Disagree**
e) **Strongly disagree**

16.Are the training needs of the employees in your organization is assessed on the basis of their performance appraisal.?

a) **Strongly Agree**
b) **Agree**
c) **Neutral**
d) **Disagree**
e) **Strongly disagree**

17. Do you feel that the performance appraisal in the organization aims on improving employee performance and strengthening the job skills of the employees?

a) **Strongly Agree**
b) **Agree**
c) **Neutral**
d) **Disagree**
e) **Strongly disagree**

18 . Does the organization appraises the performance of its employees at regular intervals?

a) **Strongly Agree**
b) **Agree**
c) **Neutral**
d) **Disagree**
e) **Strongly disagree**

19. Do you feel performance goals in your organization are set at realistic level?

a) **Strongly Agree**
b) **Agree**
c) **Neutral**
d) **Disagree**
e) **Strongly disagree**

20. Do you think that the organization recognizes the career and growth needs of its employees.

a) **Strongly Agree**
b) **Agree**

c) **Neutral**
d) **Disagree**
e) **Strongly disagree**

21. Do you receive proper feedback on your performance?

a) **Strongly Agree**
b) **Agree**
c) **Neutral**
d) **Disagree**
e) **Strongly disagree**

22.Does your supervisor provides you full support and guidance?

a) **Strongly Agree**
b) **Agree**
c) **Neutral**
d) **Disagree**
e) **Strongly disagree**

23. Do you feel that superior respects your opinion?

a) **Strongly Agree**
b) **Agree**
c) **Neutral**
d) **Disagree**
e) **Strongly disagree**

24. .Do you think that your superior handles your work- related issues satisfactorily?

a) **Strongly Agree**
b) **Agree**
c) **Neutral**
d) **Disagree**
e) **Strongly disagree**

25. Does your superior takes your suggestions and inputs in decision making?

a) **Strongly Agree**
b) **Agree**
c) **Neutral**
d) **Disagree**
e) **Strongly disagree**

26. Do you feel that the organization is committed to the training and development of its employees?

a) **Strongly Agree**
b) **Agree**
c) **Neutral**
d) **Disagree**
e) **Strongly disagree**

27. Do you get an opportunity to discuss your training and development requirements with your superior?

a) **Strongly Agree**
b) **Agree**
c) **Neutral**
d) **Disagree**
e) **Strongly disagree**

28. Are you satisfied with the incentives and benefits you receive?

a) **Strongly Agree**
b) **Agree**
c) **Neutral**
d) **Disagree**
e) **Strongly disagree**

29. Do you feel that the pay you receive is competitive compared to that of employees doing similar work in other organizations?

a) **Strongly Agree**
b) **Agree**
c) **Neutral**
d) **Disagree**
e) **Strongly disagree**

30. Does your organization have a sound grievance redressal system?

a) **Strongly Agree**
b) **Agree**
c) **Neutral**
d) **Disagree**
e) **Strongly disagree**

31. Do you feel that all your grievances are resolved or attended by your immediate head or supervisor immediately?

a) **Strongly Agree**
b) **Agree**

c) Neutral
d) Disagree
e) Strongly disagree

PART C

1.Do you find your values and organizations values similar?

a)Strongly Agree
b) Agree
c) Neutral
d) Disagree
e)Strongly disagree

2. Are you glad that you chose this organization to work?

a)Strongly Agree
b) Agree
c) Neutral
d) Disagree
e)Strongly disagree

3. Do you often find it difficult to agree with this organization's policies on important matters relating to its employees?

a)Strongly Agree
b) Agree
c) Neutral
d) Disagree
e)Strongly disagree

4.Do you really care about the fate of the organization?

a)Strongly Agree
b) Agree
c) Neutral
d) Disagree
e)Strongly disagree

5. .Do you feel a strong sense of belongingness towards the organization?

a)Strongly Agree
b) Agree
c) Neutral
d) Disagree
e)Strongly disagree

6. Do you feel emotionally attached to the organization?

a)Strongly Agree
b) Agree
c) Neutral
d) Disagree
e)Strongly disagree

7. Do you think a lot about leaving this organization?

a)Strongly Agree
b) Agree
c) Neutral
d) Disagree
e)Strongly disagree

8. .Do you often search for an alternative to the organization?

a)Strongly Agree
b) Agree
c) Neutral
d) Disagree
e)Strongly disagree

9. If you had another job offer that paid the same as the one you have. would you like to leave.

Strongly Agree
b) Agree
c) Neutral
d) Disagree
e)Strongly disagree

10. Would you be very happy to spend the rest of your career with the same organization?

a)Strongly Agree
b) Agree
c) Neutral
d) Disagree
e)Strongly disagree

Q. What suggestions you would like to make to improve the level of HRM

practices in your organization?

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